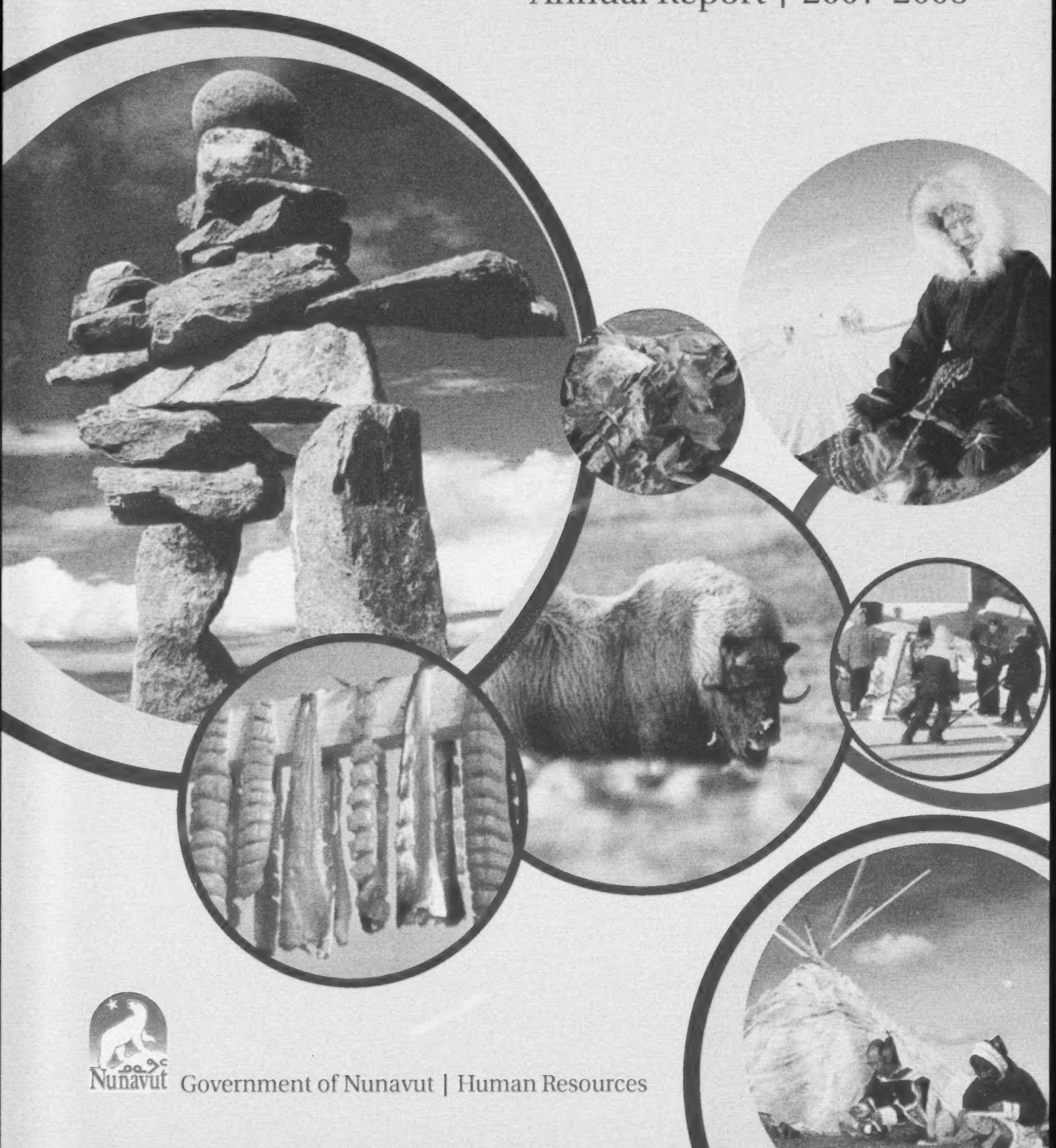
Public Service

Annual Report | 2007-2008

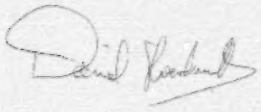


Nunavut

Government of Nunavut | Human Resources

In accordance with Section 3(2) of the *Public Service Act*, I have the honour of submitting the Public Service Annual Report for the period April 1, 2007 to March 31, 2008.

Respectfully Submitted,



The Honourable Daniel Shewchuk
Minister of Human Resources

Note

Statistics contained in this report are for employees of the ten Government of Nunavut (GN) departments, Nunavut Arctic College, Nunavut Housing Corporation, and the Office of the Legislative Assembly. Statistics do not include employees of the Qulliq Energy Corporation or other GN boards/agencies unless specified.

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1 Message from the Minister

As Minister responsible for the *Public Service Act*, I am pleased to present the 2007-2008 Public Service Annual Report. This report provides information on the management and direction of the public service in Nunavut and has been prepared in accordance with the legislative authority of the *Public Service Act*, the guiding principles of *Pinasuaqtavut*, and our commitment to Article 23 of the *Nunavut Land Claims Agreement*.

It has been a busy and productive year in the public service. Work to develop and deliver innovative programs in key areas such as Inuit employment and human resources policy development has been undertaken. This report highlights some of the achievements and provides diverse labour force statistical information.

This past spring Nunavut organized and hosted the 2007 Public Service Commissioners Conference. Participants representing 12 jurisdictions met to exchange information and share best practices on emerging human resources issues and challenges. The conference was successful in providing a valuable learning experience.

Work is progressing on the development of a Code of Values and Ethics for Nunavut's public service, which will reflect Inuit societal values. An implementation plan for the new *Public Service Act* is also forthcoming and will ensure best practices in human resource management. In addition, an automated leave and attendance system has been implemented that will assist GN departments in tracking and monitoring employee leave and attendance.

To demonstrate the commitment to Ilippallianginnarniq (Continued Learning) a diversity of training and development opportunities are provided to GN departments. The Sivuliqtiksat Internship Program continues to provide professional development opportunities to Inuit and to assist GN departments in meeting their Article 23 targets.

Through the development of Performance Management Guidelines, the commitment to continuously improving the public service is demonstrated. To address the efficiency and effectiveness of the public service training, sessions are provided to stakeholders in the use of the best staffing practices.

In the spirit of Piliriqatigiinniq (working together for a common cause), a new collective agreement is being negotiated with the Nunavut Employees Union (NEU). In addition, terms of reference for a Joint Consultation Committee with the NEU have been implemented. As a result of settling a significant number of grievances with the NEU, working relationships have improved demonstrating the continued commitment to Inuuqatigiittiarniq (the respect for others in our relationships).

Many challenges exist in human resources management, however, the Department of Human Resources continues to work hard to improve the services available to Nunavummiut. I would like to commend all public service staff for their dedication and uniting efforts over this past year.

2 Inuit Employment Initiatives

Under Article 23 of the *Nunavut Land Claims Agreement* (NLCA), the Government of Nunavut (GN) is obligated to achieve a workforce that is representative of the population it serves across all occupational categories and to identify supporting human resources practices and initiatives to achieve those goals.

Overall, beneficiary representation in the GN increased to 51% in March 2008 from 50% in March 2007. Beneficiary representation was highest in the administrative support and paraprofessional categories and representation in the middle management and professional categories saw a 2% increase and a 1% increase respectively. Additional details on beneficiary representation in the public service can be found in the Workforce Profile section of this report and online under the quarterly reports "*Towards a Representative Public Service.*"

The following initiatives identify the GN's commitment to building an effective and functional public service that is representative and responsive to the people it serves.

Inuit Employment Plan

The fundamental elements of an Inuit Employment Plan (IEP) were set out in Article 23 of the *NLCA*. The IEP establishes defined targets and timelines for reaching increasing levels of beneficiary employment, in order to attain a representative level of Inuit employment in the public service. The IEP also aims to ensure that human resources policies and practices meet the needs of Inuit employees.

The Inuit Employment Planning division provides support to all GN departments and agencies in fulfilling their obligations under Article 23 of the *NLCA*. The division is responsible for providing human resource planning and direction on initiatives aimed at increasing and maintaining Inuit employment to a representative level. With the guidance of the Inuit Employment Planning division, government departments are presently reviewing their departmental IEPs to identify priorities and GN-wide initiatives.

Priority Hiring

One of the major cornerstones of the *NLCA* is the implementation of Article 23, which seeks to increase Inuit employment in Nunavut's public service to a representative level. In support of this initiative, the GN developed a Priority Hiring Policy to ensure priority consideration is given to beneficiary candidates during the recruitment and selection process. The Priority Hiring Policy is applied to all GN job competitions across Nunavut in all occupational categories.

Beneficiaries who apply for employment with the GN are considered before all other applicants. If a beneficiary meets the qualifications for the position, which is determined during the screening process, they will be interviewed for the position. If they are successful during the interview process, the applicant is hired. If a

qualified beneficiary applicant is not identified during the screening or interview process, non-beneficiary candidates are then considered for the position.

To further demonstrate the GN's commitment to increasing Inuit employment in the workplace, departments are increasingly offering term positions to successful non-beneficiary candidates to ensure that future employment opportunities are available to beneficiaries.

An interim review of the Priority Hiring Policy was conducted in the fall of 2007. The Policy has been extended to March 2010.

Summer Student Employment Equity Program

The Summer Student Employment Equity Program (SSEEP) offers Nunavut's secondary and post-secondary students the opportunity to gain work experience with the GN. The major objective of this program is to expose students to a variety of careers available within the public service and to encourage them to consider the GN as the employer of choice after graduation.

The SSEEP program includes orientation, mentorship, and evaluation components, which will ensure that students are provided with the necessary support and development to gain meaningful work experience. The program also attempts to balance the priority hiring of beneficiary students with the needs of non-beneficiary students.

The 2007-08 SSEEP saw a total of 176 students participate in the program (82% beneficiary). In addition to the consistent application of the Priority Hiring Policy, priority placement is given to Nunavut high school and college students, as well as Nunavummiut who are studying in post-secondary institutions outside of the territory.

Fiscal Year	# Students	# Beneficiary	% Beneficiary
2007-08	176	145	82%
2006-07	207	168	81%
2005-06	144	107	74%
2004-05	130	105	81%
2003-04	141	99	70%
2002-03	141	83	59%
2001-02	71	51	72%
TOTAL	**1010**	**758**	**75%**

"Sivuliqtiksat" – Internship Program

Sivuliqtiksat is a GN internship program that is designed to provide professional development opportunities for Inuit and to assist GN departments in meeting their Article 23 targets. The main focus of the program is to develop Inuit in leadership positions within the GN at the director, manager, and specialist levels. In 2007-08, the Department of Human Resources supported a total of 16 positions in the program, which is open only to beneficiaries of the *NLCA*.

Since the program's inception in January 2003, a total of 34 interns have been hired and 10 have graduated from the program, 9 of which are still working in their target positions. At the end of March 2008, 11 interns were in the program and an additional 5 interns will be hired in 2008-09.

Sivuliqtiksat interns complete their learning plan objectives through on-the-job training, completion of distance education courses, and participation in formal classroom learning. Orientation, mentoring, and work exchange assignments are also components of this program. Each intern is assigned a designated trainer for the duration of the program. Interns who successfully complete the program are appointed to their target positions.

Reducing Barriers to Employment

Article 23 of the *NLCA* states that an Inuit Employment Plan should contain: "Measures designed to remove systematic discrimination including but not limited to

- Removal of artificially inflated education requirements; and
- Removal of experience requirements not based on essential proficiency and skill."

To address this, the Department of Human Resources has reviewed 3400 job descriptions, documented current academic, experiential or any other qualifications, and compared these to the qualifications listed in the National Occupational Classification descriptions. Through this process, 108 inflated positions were identified. Departments have been notified of the inflated positions and are reviewing them accordingly.

Inuit Peer Group Program

The Inuit Peer Group Program will provide Inuit with a forum to share common workplace experiences and issues, as well as encourage Inuit to contribute to appropriate workplace strategies. This program will enable managers and employees to seek innovative ways to maintain balance between Inuit societal values and culture in the workplace.

3 Human Resources Legislative and Policy Framework

The *Public Service Act* (PSA) describes the authority, rules, and procedures for the appointment, direction, terms, and conditions of employment and collective bargaining for Government of Nunavut (GN) employees.

Public Service Act Review

The current *PSA* was carried forward from the Government of the Northwest Territories (GNWT), with the exception of a few amendments. Much of its wording does not apply to Nunavut. It does not incorporate new Acts in force in the territory and does not reflect changes to collective agreements since 1999. Furthermore, it does not clearly specify which agencies and organizations are subject to its provisions. The current *PSA* fails to conform to the GN's long range objectives and to Article 23 of the *NLCA* with respect to Inuit employment and the Priority Hiring Policy. Similarly, it does not incorporate Inuit societal values and their application to the management of the public service. A legislative proposal to develop a new *PSA* was approved in June 2006. Research, stakeholder consultation, and legislative drafting are in progress.

Interim Public Service Regulations

Interim changes to the *Public Service Act Regulations* have been made to reflect modifications in human resources practices, procedures, and collective agreements since 1999. The Departments of Human Resources and Justice are working on additional amendments to the *Public Service Act Regulations.*

Updated Human Resources Manual

The Human Resources Manual was transferred from the GNWT in 1999 and as such many sections were outdated. Over the past year, directives and procedures have been reviewed to ensure that they support the Inuit Employment Plan, Inuit Qaujimajatuqangit, and current acts and regulations. This manual serves as a valuable resource and includes human resources policies, guidelines, and statutes. In March 2008, a new approval process for new and revised directives was approved.

4 Human Resources Development

The Government of Nunavut (GN) is committed to developing a competent and qualified public service, representative of the population it serves, through effective and efficient human resource development and management. In keeping with this commitment, the Department of Human Resources places great emphasis on recruiting, retaining, developing, and recognizing GN employees.

Recruitment

Staffing Capacity

Staffing capacity remains a challenge for the GN. As of March 2008, there were 3796 full time positions within the GN and of these positions, 2963 were filled. Overall staffing capacity decreased from 80% in March 2007 to 78% in March 2008. These statistics include employees of the Qulliq Energy Corporation and other GN boards/agencies unless otherwise specified.

The following tables present a 2-year staffing capacity summary by community, department, and occupational category.

Capacity Distribution by Community

	March 2007				March 2008			
COMMUNITY	**Total Positions**	**Vacancies**	**Filled**	**% Capacity**	**Total Positions**	**Vacancies**	**Filled**	**% Capacity**
BAFFIN	**2221**	**409**	**1811**	**82%**	**2306**	**497**	**1809**	**78%**
Arctic Bay	46	2	44	96%	46	3	43	93%
Qikiqtarjuaq	42	6	36	86%	43	6	37	86%
Cape Dorset	117	19	98	84%	121	23	98	81%
Clyde River	51	4	47	92%	52	7	45	87%
Grise Fiord	18	3	15	83%	18	4	14	78%
Hall Beach	47	11	36	77%	48	11	37	77%
Igloolik	138	28	110	80%	143	33	110	77%
Iqaluit	1384	278	1105	80%	1443	337	1106	77%
Kimmirut	33	3	30	91%	33	4	29	88%
Nanisivik	4	0	4	100%	4	1	3	75%
Pangnirtung	138	27	111	80%	149	40	109	73%
Pond Inlet	134	16	118	88%	137	19	118	86%
Resolute Bay	22	4	18	82%	22	2	20	91%
Sanikiluaq	47	8	39	83%	47	7	40	85%
KIVALLIQ	**886**	**193**	**693**	**78%**	**908**	**194**	**714**	**79%**
Arviat	200	38	162	81%	202	39	163	81%
Baker Lake	144	17	127	88%	151	21	130	86%
Chesterfield Inlet	32	6	26	81%	31	6	25	81%
Coral Harbour	49	8	41	84%	54	10	44	81%
Rankin Inlet	389	110	279	72%	394	99	295	75%
Repulse Bay	40	6	34	85%	43	11	32	74%
Whale Cove	32	8	24	75%	33	8	25	76%
KITIKMEOT	**556**	**117**	**439**	**79%**	**559**	**136**	**423**	**76%**
Bathurst Inlet	1	0	1	100%	1	1	0	0%
Umingmaktok	1	1	0	0%	1	1	0	0%
Cambridge Bay	256	78	178	70%	260	90	170	65%
Gjoa Haven	81	8	73	90%	79	10	69	87%
Kugluktuk	134	22	112	84%	133	18	115	86%
Kugaaruk	40	5	35	88%	41	8	33	80%
Taloyoak	43	3	40	93%	44	8	36	82%
OTHER	**23**	**5**	**18**	**78%**	**23**	**6**	**17**	**74%**
Winnipeg	12	2	10	83%	12	2	10	83%
Churchill	7	3	4	57%	7	2	5	71%
Ottawa	4	0	4	100%	4	2	2	50%
TOTAL ALL	**3686**	**724**	**2961**	**80%**	**3796**	**833**	**2963**	**78%**

Capacity Distribution by Department

	March 2007				March 2008			
DEPARTMENT	Total Positions	Vacancies	Filled	% Capacity	Total Positions	Vacancies	Filled	% Capacity
Community & Government Services	334	79	255	76%	341	93	248	73%
Culture, Language, Elders & Youth	77	14	63	82%	77	20	57	74%
Economic Development & Transportation	132	31	101	77%	129	37	92	71%
Education	1175	108	1067	91%	1176	100	1076	91%
Environment	104	17	87	84%	107	29	78	73%
Executive & Intergovernmental Affairs	51	13	38	75%	50	16	34	68%
Finance	183	53	129	71%	206	67	139	67%
Health & Social Services	915	312	603	66%	954	348	606	64%
Human Resources	78	12	66	85%	80	10	70	88%
Justice	236	37	199	84%	258	42	216	84%
Office of the Legislative Assembly	31	5	26	84%	31	5	26	84%
Total GN Departments	**3316**	**681**	**2634**	**79%**	**3409**	**767**	**2642**	**78%**
Agencies, Boards & Corporations								
Nunavut Arctic College	131	20	111	85%	132	24	108	82%
Nunavut Housing Corporation	84	15	69	82%	89	22	67	75%
Qulliq Energy Corporation	155	8	147	95%	166	20	146	88%
Total Agencies, Boards & Corporations	**370**	**43**	**327**	**88%**	**387**	**66**	**321**	**83%**
TOTAL ALL	**3686**	**724**	**2961**	**80%**	**3796**	**833**	**2963**	**78%**

Capacity Distribution by Occupational Category

	March 2007				March 2008			
OCCUPATIONAL CATEGORY	Total Positions	Vacancies	Filled	% Capacity	Total Positions	Vacancies	Filled	% Capacity
Executive	39	2	37	95%	38	5	33	87%
Senior Management	138	17	120	87%	140	15	125	89%
Middle Management	434	77	357	82%	436	87	349	80%
Professional	1197	235	962	80%	1249	269	980	78%
Paraprofessional	1275	269	1006	79%	1308	319	989	76%
Administrative Support	603	124	479	79%	625	138	487	78%
TOTAL	**3686**	**724**	**2961**	**80%**	**3796**	**833**	**2963**	**78%**

Staffing

The Department of Human Resources facilitates job competitions for all other GN departments to ensure a fair and unbiased hiring process. The Minister of Human Resources has delegated staffing authority to the Department of Health & Social Services, to recruit specialized health positions, and to Nunavut Arctic College, for all college positions. The Department of Education is responsible for staffing teaching positions, as this group of employees falls under the *Education Act*.

Job Competitions

For the 2007-08 fiscal year, the Department of Human Resources held 644 job competitions. This number does not include casual positions, direct appointments, and transfer assignments.

A total of 5509 applications were received for the 644 advertised positions in 2007-08, compared to 7121 applicants for 597 advertised positions in 2006-07. In 2007-08, of the positions advertised, 284 positions were filled, compared to 367 positions in 2006-07. A total of 156 positions were cancelled or re-advertised in 2007-08, compared to 117 positions in 2006-07. The remaining competitions were not completed by the end of the fiscal year.

A breakdown of job applications and hires by gender and beneficiary status is contained below.

2007-08 Job Competitions

Positions advertised 644									
	Total	Male	%	Female	%	Beneficiary	%	Non-Beneficiary	%
Applications	5509	2759	50%	2750	50%	1667	30%	3842	70%
Actual Hires	284	121	43%	163	57%	129	45%	155	55%

Application Summary by Fiscal Year

Fiscal Year	# Positions Advertised	# Applications	Male	Female	Beneficiary	Non-Beneficiary
2007-08	644	5509	2759	2750	1667	3842
2006-07	597	7121	3695	3426	2102	5019
2005-06	761	9382	4850	4532	3079	6303
2004-05	615	14,352	8912	5440	2073	12,279
2003-04	566	9427	5533	3894	1586	7841
2002-03	708	9105	5085	4020	1464	7641
2001-02	491	8182	4985	3197	875	7307
TOTAL	**4382**	**63,078**	**35,819**	**27,259**	**12,846**	**50,232**

Hire Summary by Fiscal Year

Fiscal Year	# Hired	Male	Female	Beneficiary	Non-Beneficiary
2007-08	284	121	163	129	155
2006-07	367	177	190	159	208
2005-06	508	187	321	289	219
2004-05	469	184	285	250	219
2003-04	384	171	213	199	185
2002-03	447	178	269	182	265
2001-02	350	137	213	118	232
TOTAL	**2809**	**1155**	**1654**	**1326**	**1483**

Casual Employment

The GN hires casual employees for temporary assignments within departments. For example, casual employees are hired to work on special projects, to assist with a high volume of work, or to fill in for employees on leave. Departments plan in advance for the hiring of casual employees based on anticipated workload and staff absences.

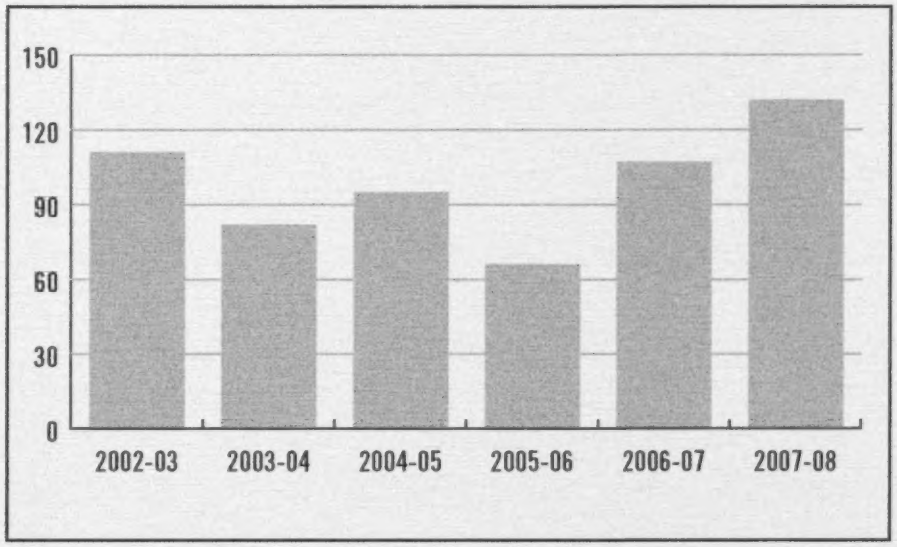
During 2007-08, a total of 976 casuals were employed with the GN (69% were beneficiaries).

Direct Appointments

A direct appointment is an appointment to a position within the GN that is not filled through the competitive process. Direct appointments are mainly used to achieve a qualified and representative public service. They are also used in situations where the regular recruitment process has been unsuccessful in filling hard-to-staff positions. Direct appointments are initiated by departments, reviewed and recommended by the Department of Human Resources, and ultimately approved by Cabinet.

During 2007-08, Cabinet approved a total of 132 direct appointments. Of the 132 direct appointments approved, 129 (98%) were for beneficiaries.

Direct Appointments by Fiscal Year



Employee Retention

The retention rate for GN employees has increased significantly since 2000 when it stood at 69%. Since that time, the retention rate continued to increase and remained at 84% in both 2005-06 and 2006-07, however the retention rate for 2007-08 is at 80%. While the retention rate has significantly increased since 2000, maintaining and increasing capacity remains a challenge for the GN. As capacity and retention issues are prevalent throughout other jurisdictions in Canada, the retention of employees is a priority for the GN.

Employee Recognition

Long-Term Service Awards

The GN acknowledges the dedication of employees who have served long periods of continuous employment with the public service. Long-Term Service Award ceremonies are held once every two years to recognize the commitment of GN employees. In 2006-07, 601 GN employees were recognized at award ceremonies held in 23 communities across Nunavut. The next Long-Term Service Award Ceremonies will be held in 2008-09.

Employee Development

Ongoing training and development of employees is critical to building a strong and dedicated public service that is responsive to the needs of Nunavummiut. The GN confirms its commitment to Illippallianginnarniq (continuing learning), by providing employee development opportunities.

The Department of Human Resources' Training & Development division is responsible for researching, designing, and delivering programs that address the general training needs of employees across the GN. The division works in partnership with all other departments to identify and respond to priority training needs for GN employees and to ensure that programs are relevant, cost effective, and of high quality.

(Please note that participant statistics contained in this section of the report are not necessarily reflective of individual employee participation rates. For example, one employee may have registered for more than one course offered as part of a specific program. As such, this one employee's participation would be reflected multiple times in the aggregate training participation data.)

Employee Orientation

The Department of Human Resources hosts employee and cultural orientation sessions in communities across the territory on a regular basis. These sessions are designed to provide employees with general information about working for the GN and to complement the department/job specific orientation initiatives of each GN department. In 2007-08, a total of 138 employees attended one of 11 different orientation sessions provided in six different communities across Nunavut.

In 2007-08, an intranet-based orientation site was designed to provide general information about Nunavut and the GN. The site includes an overview of the history of Nunavut and the GN, employment information (i.e. pay and benefits, collective agreements), community profiles, and culture and language information. After a pilot phase for quality assurance is conducted, it is anticipated that the site will go live in 2008-09.

2007-08 Employee Orientation Sessions

Community	# Participants	Beneficiary	Non-Beneficiary
Headquarters			
Iqaluit – general	17	7	10
Iqaluit – general	16	5	11
Iqaluit – customized French school	7	0	7
Iqaluit – general	14	7	7
Iqaluit – general	10	3	7
Total Iqaluit (5 sessions)	**64**	**22**	**42**
Qikiqtaaluk			
Cape Dorset	5	3	2
Total Qikiqtaaluk (1 session)	**5**	**3**	**2**
Kivalliq			
Arviat	5	5	0
Baker Lake	19	16	3
Rankin Inlet	21	18	3
Rankin Inlet	17	5	12
Total Kivalliq (4 sessions)	**62**	**44**	**18**
Kitikmeot			
Cambridge Bay	7	0	7
Total Kitikmeot (1 session)	**7**	**0**	**7**
TOTAL (11 sessions)	**138**	**69**	**69**

Cultural Orientation

The Department of Human Resources recognizes the importance of providing cultural orientation when training employees, in order to clearly identify and implement practical ways to incorporate Inuit Qaujimajatuqangit into the workplace.

Cultural Orientation sessions are delivered in conjunction with the Employee Orientation sessions. The orientations may take place in a classroom setting or through seasonal one-day, on-the land sessions to introduce employees to:

- The History of Nunavut
- Inuit Qaujimajatuqangit
- The Guiding Principles of Inuit Qaujimajatuqangit
- *Pinasuaqtavut*
- Traditional Inuit Activities
- Team Work

Course evaluations to date indicate that participants leave the sessions with a significantly increased understanding of Inuit culture and values.

The Department of Human Resources offers assistance to requesting departments and customizes Cultural Orientation sessions focused on Inuit Qaujimajatuqangit principles and activities tailored to the specific needs of the department's employees.

In 2007-08, the Department of Human Resources assisted the departments of Health and Social Services and Education in the delivery of each department's Cultural Orientation session. The sessions were attended by a total of 27 participants.

Learning and Development Opportunities

The Department of Human Resources' Learning and Development Program consists primarily of courses, workshops, and seminars that are designed to enhance employees' knowledge, skills, and abilities in their current positions and to help prepare them for higher positions within the GN. Programming is designed to meet general training needs in such areas as computer literacy, financial management, administrative services, communication, and human resources management.

In 2007-08, a total of 628 employees completed learning and development activities sponsored by the Department of Human Resources. A total of 86 course deliveries took place (46 different types of courses were offered) in 10 communities across Nunavut (Arviat, Baker Lake, Cambridge Bay, Gjoa Haven, Igloolik, Iqaluit, Kugluktuk, Pangnirtung, Pond Inlet, and Rankin Inlet).

Learning and Development Program by Fiscal Year

Fiscal Year	Types of Courses Offered	# Course Deliveries	Total # of Participants	Total # of Beneficiaries	% Beneficiaries
2007-08	46	86	628	324	52%
2006-07	56	104	1067	549	51%
2005-06	42	109	843	452	54%
2004-05	43	97	902	465	52%
2003-04	30	90	915	439	48%
2002-03*	31	123	1084	423	39%
2001-02	24	89	577	233	40%
TOTAL	**272**	**698**	**6016**	**2885**	**48%**

**TBC*

Inuktitut/Inuinnaqtun Language Training

In partnership with Nunavut Arctic College, the Department of Human Resources offers Inuktitut/Inuinnaqtun language training courses. In 2007-08, a total of 24 language courses were offered. A total of 127 employees completed language training offered in 6 different communities. To date, 933 self-directed "Inuktitut as a Second Language" CD-ROMs have been distributed to facilitate language learning.

In 2007-08, the Department of Human Resources completed Phase 2 of the Inuktitut/Inuinnaqtun language training needs assessment in the Kivalliq region. Phase 2 focused on assessing the needs and language levels of first-language employees in that region. The results will determine what courses will be offered in 2008-09 and what other areas require curriculum development.

Through a contract with Nunavut Arctic College, Iqaluit and Rankin Inlet each employ a full-time language instructor to allow for greater flexibility, consistency, and customization in regional language training.

Inuktitut/Inuinnaqtun Language Training by Fiscal Year

Fiscal Year	Total # of Participants
2007-08	210 – Self-directed CD-ROM 88 ISL 39 IFL
2006-07	626 – Self-directed CD-ROM pilot 135 ISL 27 IFL
2005-06	97 – Self-directed CD-ROM pilot 109 ISL 26 IFL
2004-05	66 (ISL) 6 (Train the Trainer) 5 (IFL)
2003-04	122
2002-03	171
2001-02	117

ISL – Inuktitut as a Second Language
IFL – Inuktitut as a First Language

2007-08 Inuktitut/Inuinnaqtun Language Training

Course	# Completed	Beneficiary	Non-Beneficiary
Inuktitut Keyboarding	13	13	0
Specialized ISL – Environment	2	1	1
Specialized ISL – Joamie School	3	0	3
Specialized ISL – Nakasuk School	8	0	8
ISL Level 1 Regular	21	0	21
ISL Level 2 Regular	4	0	4
Specialized ISL – Nunavut Arctic College	4	0	4
ISL Level 1 Intensive	10	0	10
ISL Level	10	0	10
ISL Level 1 Evening	3	0	3
Inuktitut Phase Two	1	1	0
Inuktitut Keyboarding	13	13	0
Inuktitut Phase One	2	2	0
Total Iqaluit (18 courses)	**94**	**30**	**64**
Introduction to Inuinnaqtun – Kugluktuk	5	2	3
Introduction to Inuktitut – Taloyoak	5	0	5
Introduction to Inuktitut – Kugaaruk	6	0	6
Introduction to Inuinnaqtun – Cambridge Bay	7	0	7
Total Kitikmeot (4 courses)	**23**	**2**	**21**
Reading & Writing Inuktitut Beginners – Rankin Inlet	2	2	0
Reading & Writing Inuktitut Intermediate – Rankin Inlet	8	8	0
Total Kivalliq (2 courses)	**10**	**10**	**0**
TOTAL (24 courses)	**127**	**42**	**85**

Certificate in Nunavut Public Service Studies

The end of 2007-08 marked the completed delivery of a full cycle of the Certificate in Nunavut Public Service Studies (NPSS) program. The custom-designed, university-level program in public administration is offered in partnership with Carleton University to GN employees. The program began in February 2003 and consists of 8 first and second year undergraduate courses (totaling 8 credits). Two employees (one beneficiary) successfully completed the program, which is equivalent to one year of a Bachelor of Arts degree in Public Administration. While it is still in the early planning phases, Carleton University intends to offer the NPSS program through another Nunavut agency.

During the delivery of the NPSS program four study skills workshops were developed to assist public service employees with introductory university courses in public service studies. The workshops were pilot-tested in late February 2008. The instructor and participant manuals will be made available for Nunavut Arctic College students, as well as Grade 12 students at Inuksuk High School, interested in post-secondary studies. The workshop topics include:

- Introduction to Distance Education
- Introduction to Effective Listening
- Introduction to Focused Reading
- Introduction to Test Taking

Nunavut Public Service Studies Program – Courses Completed To Date

Course	Total # Registered	Total # Completed	Beneficiaries Completed	% Beneficiary
History of Northern Canada	26	15	7	47%
Writing and Language	30	15	7	47%
Public Administration in Nunavut	35	22	10	45%
Principles of Financial Accounting	34	12	3	25%
History of Northern Canada – 2nd offering	19	15	7	47%
Global Political Issues	25	11	5	45%
Management of Federal-Territorial Relations	15	8	2	25%
Human Resource Management	35	23	9	39%
Organizational Behaviour	16	9	6	67%
Micro/Macro-economics	13	6	4	67%
TOTAL	**248**	**136**	**60**	**44%**

Government of Nunavut Certificate in Financial Management

In partnership with Nunavut Arctic College and the Department of Finance, the Department of Human Resources has been offering the GN Certificate in Financial Management. This non-accredited program provides an introduction to the financial planning and control processes of the government. The series of six modules is used to orient new employees, to provide professional development for those currently in government, to prepare employees for advancement, or to provide a refresher course for middle and senior managers. There is an exam at the end of each seminar and those who complete and pass all modules will receive a certificate. The modules include:

1. Government Organization in Nunavut
2. Program Planning
3. Financial Authority
4. Control Systems
5. Control Procedures
6. Financial Administration

At the end of 2007-08, a total of 13 GN employees had successfully graduated from the program.

Performance Management

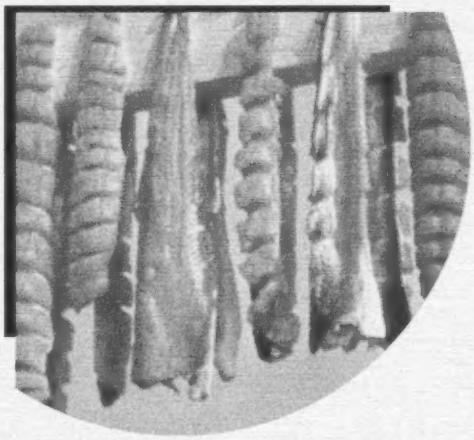
The GN recognizes the importance of providing employees with a comprehensive performance management framework for the development of staff and the achievement of work expectations, as determined by the supervisor and employee.

In 2007-08, the performance management guidelines and applicable forms were finalized and distributed across the GN for implementation in departments.

The performance management guidelines focus on three areas: planning, coaching, and review. The guidelines incorporate the following Inuit societal values throughout the framework:

- *Aajiiqatigiinniq* – Consensus in Decision Making;
- *Pilimmaksarniq* – Skills and Knowledge Acquisition; and
- *Piliriqatigiinniq* – Collaborative Approach for a Common Purpose.

In 2007-08, a total of 43 GN employees participated in Performance Management training sessions, which took place in Iqaluit and Igloolik. More training sessions are planned for delivery in the new fiscal year.



5 Job Evaluation

The Department of Human Resources' Job Evaluation division has the responsibility for evaluating all non-teaching position descriptions in the public service using the Hay Job Evaluation System to promote consistent, affordable, and fair rates of pay for public servants.

Approximately 1158 job evaluation actions were processed during 2007-08, while an additional 2,061 casual staffing actions were processed for assignment of an appropriate pay range.

Bilingual Bonus

The current bilingual bonus program was transferred from the Government of Northwest Territories (GNWT). Under this program, an employee may receive a bilingual bonus of $1,500 per year when they are required to use more than one of the official languages of Nunavut in their position. In order for the bilingual bonus to be applied to a position, the position must be designated bilingual by virtue of assigned duties and responsibilities and there must be a language requirement in the knowledge, skills, and abilities section of the job description.

There are approximately 1000 positions designated as bilingual in the Government of Nunavut (GN). Typically, the types of positions receiving the bilingual bonus provide direct service to the public. Examples are social workers, clerk interpreters at health centres, classroom assistants, judicial officers, corrections officers, and conservation officers.

Employees Receiving Bilingual Bonus by Department at March 31, 2008

Department	Inuktitut	French	TOTAL
Community & Government Services	40	0	40
Culture, Language, Elders & Youth	20	1	21
Economic Development & Transportation	37	1	38
Education	103	2	105
Environment	27	0	27
Executive & Intergovernmental Affairs	27	0	27
Finance	23	0	23
Heath & Social Services	225	0	225
Human Resources	30	1	31
Justice	75	2	77
Nunavut Arctic College	28	0	28
Nunavut Housing Corporation	14	0	14
Office of the Legislative Assembly	13	1	14
TOTAL	**662**	**8**	**670**

Job Description Audit

This year the Job Description Audit for GN positions was completed. The goal was to identify and eliminate systemic barriers in the content of job descriptions.

The Job Description Audit identified 108 job descriptions that contained over-inflated requirements, which may prevent beneficiaries from acquiring these positions. In many cases, academic qualifications were beyond the competencies and skills required for the position, as contained in the National Occupational Classification publication.

The Job Description Audit was conducted in cooperation with and with guidance from GN senior management, human resources professionals, and the Inuit Employment Planning division. The results of the Audit have been presented to the majority of GN Human Resources Coordinators, as well as the Inuit Employment Planning division who will review the Audit results and provide implementation recommendations. A breakdown of the departments with overinflated positions is as follows:

Department	# of Inflated Positions
Community & Government Services	30
Culture, Language, Elders & Youth	2
Economic Development & Transportation	1
Education	10
Environment	25
Executive & Intergovernmental Affairs	7
Health & Social Services	19
Human Resources	6
Justice	2
Nunavut Arctic College	1
Nunavut Housing Corporation	5
TOTAL POSITIONS	**108**

6 Employee Relations

The Department of Human Resources is responsible for providing employee relations services to all Government of Nunavut (GN) departments and agencies. The Employee Relations division provides support to all groups of employees, which include: senior managers, excluded employees, and unionized employees belonging to the two bargaining units. The division is also responsible for planning and organizing the Workplace Health, Safety & Wellness Program and the employee recognition initiatives.

Workplace Health, Safety & Wellness Program

The GN is committed to providing its employees with a safe, healthy, and harmonious workplace. The Workplace Health, Safety & Wellness Program provides the Employee & Family Assistance Program, as well as occupational health and safety training.

Employee & Family Assistance Program

The Employee & Family Assistance Program (EFAP) is a confidential, 24-hour, toll-free telephone counseling service. The service is available to all employees and their family members. Tele-Health counseling sessions are also available on request throughout the territory. These services are provided in partnership with Health Canada.

Health, Safety & Wellness Training and Information Sessions

The GN is committed to providing learning and development opportunities to improve employees' knowledge of health and wellness safety legislation. This requires that training opportunities be made available to employees to ensure that they meet the basic requirements of Nunavut's *Safety Act*.

Training was provided throughout Nunavut on health, safety and wellness topics including:

- First Aid and CPR
- Harassment Investigations
- Occupational Health & Safety
- Respectful Workplace
- Critical Incident Stress Management

2007-2008 EFAP Utilization Rates

Employee Population	2963	
Employees using EFAP	83	2.8%
Client Category	#	%
Client	82	98.8%
Family	1	1.2%
TOTAL	**83**	**100%**
Client Gender		
Female	57	68.7%
Male	26	31.3%
TOTAL	**83**	**100%**
Age Distribution of Clients		
Less than 20	1	1.2%
20-29	11	13.3%
30-39	38	45.8%
40-49	22	26.5%
50 or older	11	13.3%
TOTAL	**83**	**100%**
Referred By		
Self	37	44.6%
Supervisor/Manager	18	21.7%
Family	6	7.2%
Human Resources	3	3.6%
Union	1	1.2%
Referral Agent	2	2.4%
Peer	3	3.6%
Promotional Material	13	15.7%
TOTAL	**83**	**100%**
Assessment Type		
Substance Abuse (Self/Other)	11	13.3%
Family – Couple	23	27.7%
Family – Children	2	2.4%
Family – Violence	2	2.4%
Psychological Health	25	30.1%
Conflict – Peer	1	1.2%
Work Related – Work Load	1	1.2%
Work Related – Work performance	1	1.2%
Work Related – Stress	14	16.9%
Work Related – Frustration at work	2	2.4%
Eldercare	1	1.2%
TOTAL	**83**	**100%**

Collective Bargaining

Nunavut Employees Union

A collective agreement between the GN and the Nunavut Employees Union (NEU), covering approximately 1700 employees, expired on September 30, 2006. Bargaining sessions were held with the NEU throughout 2007-08. A mediator was appointed and mediation sessions will be held in the 2008-09 fiscal year.

Nunavut Teachers' Association

A collective agreement between the GN and the Nunavut Teachers' Association (NTA), covering approximately 660 employees, was negotiated in the fall of 2005 with an expiration date of June 30, 2009.

Grievances and Staffing Appeals

Grievances

The grievance process is used to resolve disputes between employees, the unions, and the GN. The Department of Human Resources continues to work with departments, the NEU, and the NTA to improve grievance procedures and to allow for meaningful discussions in order to proactively resolve workplace issues.

Active grievances at March 31, 2008

	Policy Grievance	Group Grievance	Individual Grievance	Total
NEU	3	5	44	52
NTA	0	0	0	0

Policy Grievance: refers to situations where the union brings forth a complaint alleging a breach of the terms of the collective agreement resulting from the employer introducing a directive or policy that contravenes the collective agreement.

Group Grievance: refers to situations where more than one union member files a grievance alleging that the employer has failed to recognize their collective rights pertaining to specific terms and conditions of the collective agreement.

Individual Grievance: affects the individual griever, filed by one person, either by that person, or by the union on behalf of that person.

Staffing Appeals

The Department of Human Resources provides a staffing appeals process to eligible appellants. The staffing appeals process allows an employee or beneficiary who has applied on a position in the NEU bargaining unit to request a review of the competition if the applicant feels that the competition was improperly conducted.

In addition to Iqaluit, the department's three regional offices (Igloolik, Rankin Inlet, and Cambridge Bay) have the capacity to deliver staffing appeal hearings. An appeal hearing provides an objective review of the staffing process. There were a total of 24 staffing appeals in 2007-08.

2007-08 Staffing Appeals

Region	Total	Withdrawn	Denied	Upheld
Iqaluit	3	0	2	1
Qikiqtaaluk	3	0	3	0
Kivalliq	16	0	9	7
Kitikmeot	2	0	2	0
TOTAL	**24**	**0**	**16**	**8**

Staffing Appeals Summary

Fiscal Year	Upheld	Denied	Withdrawn	Total
2007-08	8	16	0	24
2006-07	5	16	0	21
2005-06	4	39	0	43
2004-05	8	21	0	29
2003-04	6	25	0	31
2002-03	1	15	0	16
2001-02	2	11	0	13
2000-01	2	6	0	8
1999-00	2	10	1	13
TOTAL	**38**	**159**	**1**	**198**

7 Human Resources Information and Payroll System

Over the last several years, the Departments of Community & Government Services, Finance, and Human Resources have implemented an integrated Human Resources Information and Payroll System (HRIPS), also referred to as Personality 2000 or P2K. The human resources and payroll components of the P2K system have been operational since April 2005. The Leave & Attendance (limited self-service) module has been implemented and post-implementation follow-up, review, and process enhancement is still ongoing. Implementation of the additional modules including Time Scheduling, Labour Relations, Training & Development, Recruiting, Forecasting & Costing, and Safety & Health are under consideration and may be implemented based on needs assessment and service requirements.

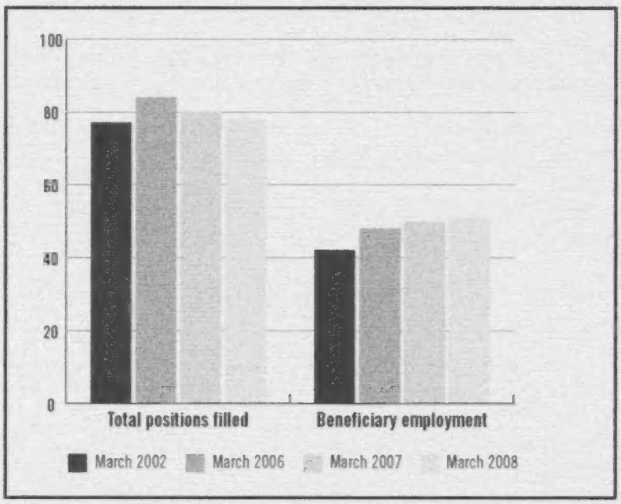
8 Workforce Profile

The information contained in this section of the report is extracted from the Human Resource Information and Payroll System[1] (P2K) and the *Towards a Representative Public Service* reports. Job competition information is extracted from the Department of Human Resources' job competition database.[2] To provide for useful comparisons of workforce statistics, some of the graphs and charts contain historical data.

The Departments of Human Resources and Finance continue to enhance information collection mechanisms through the implementation of P2K.

In March 2008, the average employee was 43 years of age, earned approximately $70,836 a year and had 6.4 years of service in the Government of Nunavut (GN). The average beneficiary male employee was 42 years of age, earned approximately $63,708 a year and had 6.9 years of service. The average beneficiary female employee was 42 years of age, earned approximately $61,880 a year and had 7.4 years of service. The average non-beneficiary male employee was 45 years of age, earned approximately $81,553 a year and had 5.5 years of service. The average non-beneficiary female employee was 43 years of age, earned $76,838 a year and had 5.7 years of service.

Staffing Capacity and Inuit Representation

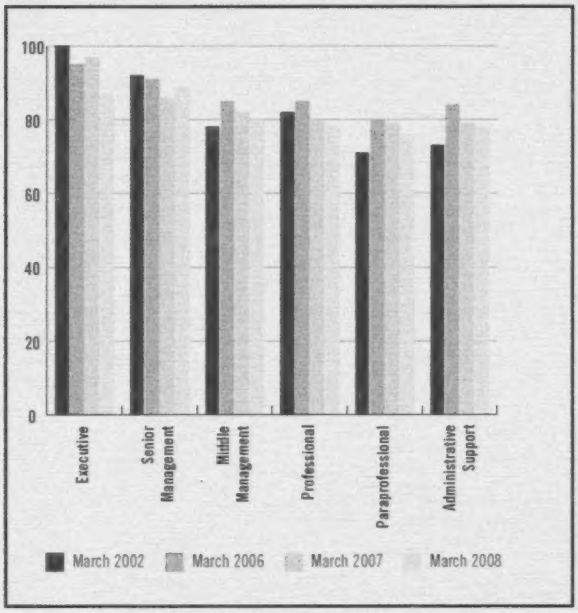


**Statistics include employees of Qulliq Energy Corporation and GN Boards and Agencies.*

[1] Information on employee gender, salary, years of service, age, and pay group are for full-time equivalent (FTE) employees only. Data generated by P2K for March 2006 has been slightly adjusted from the published 2005-06 Public Service Annual Report to reflect revised data collection methodology.

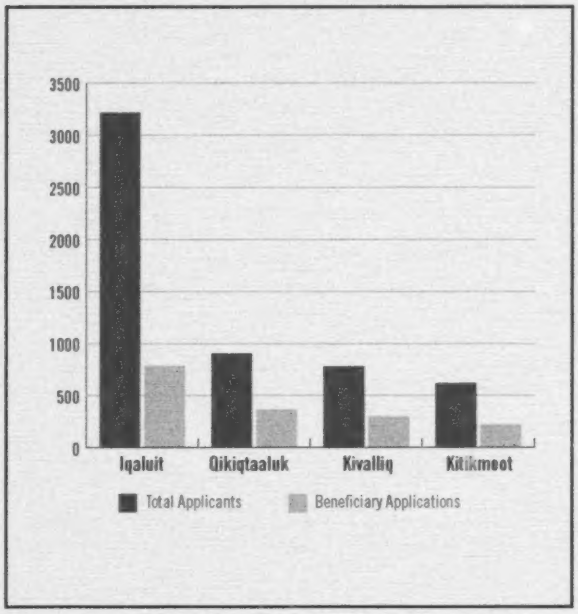
[2] Job competition information does not include Nunavut Arctic College, teaching, and specialized health care positions.

Capacity Distribution by Occupational Category

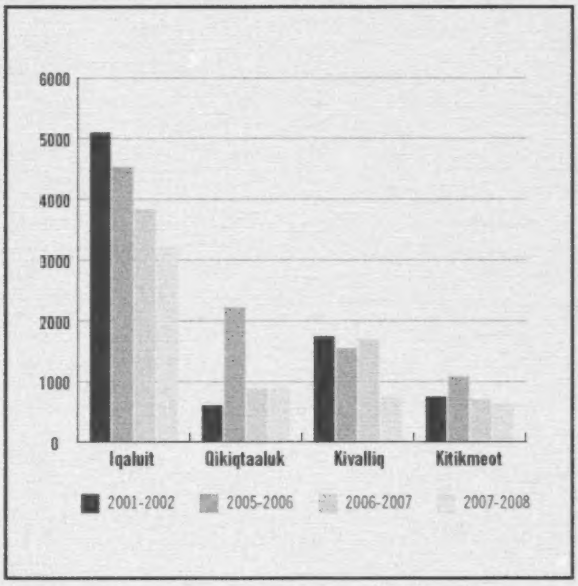


**Statistics include employees of Qulliq Energy Corporation and GN Boards and Agencies.*

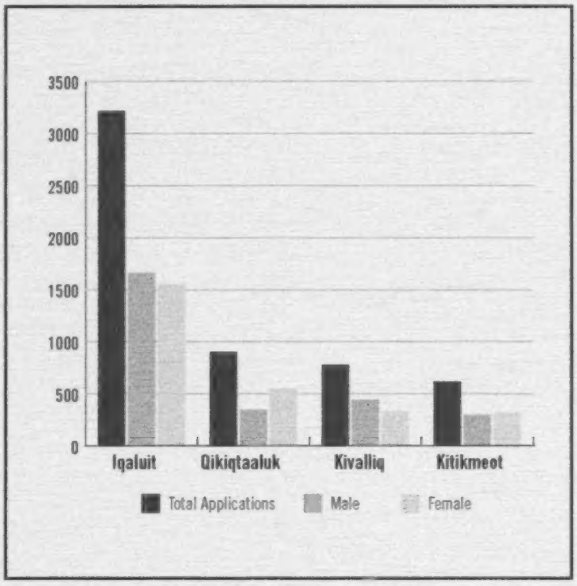
Total Job Applications and Beneficiary Applications by Region 2007-08



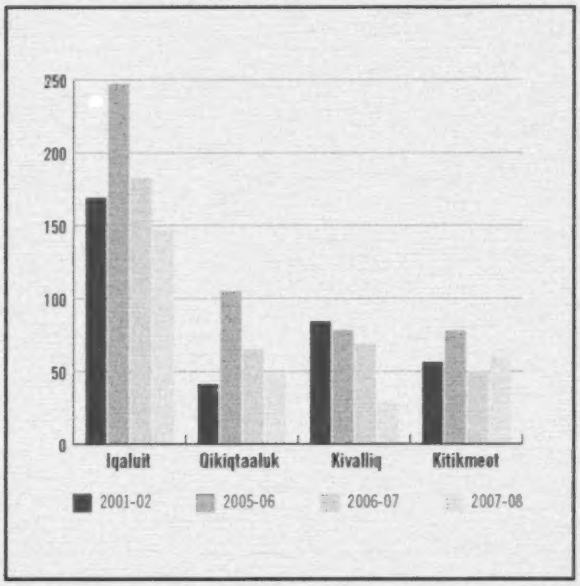
Total Job Applications by Region



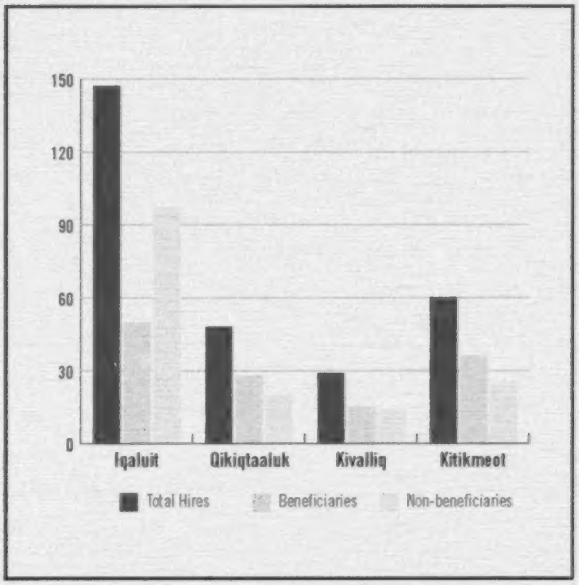
Total Job Applications and Gender by Region 2007-08



Total Hires by Region



Total Hires and Beneficiary Hires by Region 2007-08



Beneficiary Employment by Community

Community	March 2007			March2008		
	Total Positions Filled	Beneficiary Employees	% Beneficiaries	Total Positions Filled	Beneficiary Employees	% Beneficiaries
Baffin	1811	841	46%	1809	852	47%
Arctic Bay	44	26	59%	43	26	60%
Qikiqtarjuaq	36	27	75%	37	26	70%
Cape Dorset	98	53	54%	98	50	51%
Clyde River	47	31	66%	45	32	71%
Grise Fiord	15	11	73%	14	10	71%
Hall Beach	36	25	69%	37	27	73%
Igloolik	110	70	64%	110	70	64%
Iqaluit	1105	393	36%	1106	412	37%
Kimmirut	30	17	57%	29	17	59%
Nanisivik	4	4	100%	3	3	100%
Pangnirtung	111	74	67%	109	73	67%
Pond Inlet	118	75	64%	118	67	57%
Resolute Bay	18	9	50%	20	11	55%
Sanikiluaq	39	26	67%	40	28	70%
Kivalliq	**693**	**410**	**59%**	**714**	**433**	**61%**
Arviat	162	97	60%	163	104	64%
Baker Lake	127	72	57%	130	71	55%
Chesterfield Inlet	26	20	77%	25	19	76%
Coral Harbour	41	26	63%	44	31	70%
Rankin Inlet	279	160	57%	295	173	59%
Repulse Bay	34	18	53%	32	17	53%
Whale Cove	24	17	71%	25	18	72%
Kitikmeot	**439**	**235**	**54%**	**423**	**229**	**54%**
Bathurst Inlet	1	1	100%	0	0	–
Umingmaktok	0	0	–	0	0	–
Cambridge Bay	178	79	44%	170	75	44%
Gjoa Haven	73	50	68%	69	48	70%
Kugaaruk	112	61	54%	115	63	55%
Kugluktuk	35	18	51%	33	17	52%
Taloyoak	40	26	65%	36	26	72%
Other	**18**	**7**	**39%**	**17**	**5**	**29%**
Winnipeg	10	4	40%	10	4	40%
Churchill	4	2	50%	5	1	20%
Ottawa	4	1	25%	2	0	0%
TOTAL	**2961**	**1493**	**50%**	**2963**	**1519**	**51%**

**Statistics include employees of Qulliq Energy Corporation and GN Boards and Agencies.*

Beneficiary Employment by Department

Department	March 2007			March 2008		
	Total Positions Filled	Beneficiary Employees	% Beneficiaries	Total Positions Filled	Beneficiary Employees	% Beneficiaries
Community & Government Services	255	104	41%	248	107	43%
Culture, Language, Elders & Youth	63	41	65%	57	37	65%
Economic Development & Transportation	101	56	55%	92	46	50%
Education	1067	564	53%	1076	574	53%
Environment	87	39	45%	78	34	44%
Executive & Intergovernmental Affairs	38	18	47%	34	22	65%
Finance	129	57	44%	139	60	43%
Health & Social Services	603	311	52%	606	318	52%
Human Resources	66	34	52%	70	43	61%
Justice	199	93	47%	216	103	48%
Office of the Legislative Assembly	26	11	42%	26	14	54%
Nunavut Arctic College	111	50	45%	108	49	45%
Nunavut Housing Corporation	69	33	48%	67	29	43%
Qulliq Energy Corporation	147	82	56%	146	83	57%
TOTAL	**2961**	**1493**	**50%**	**2963**	**1519**	**51%**

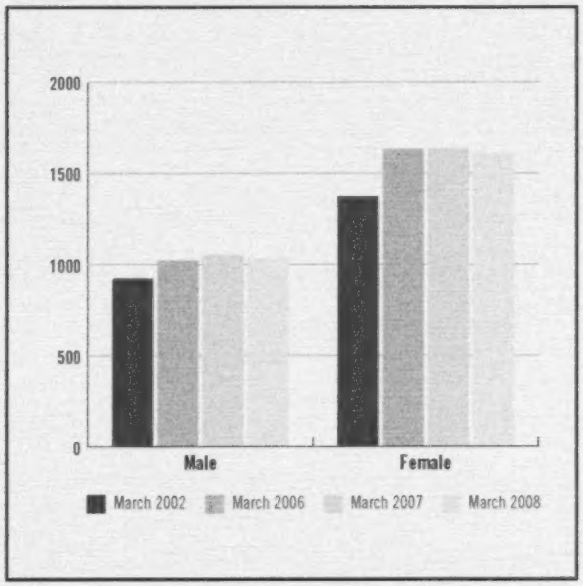
**Statistics include employees of Qulliq Energy Corporation and GN Boards and Agencies.*

Beneficiary Employment by Occupational Group

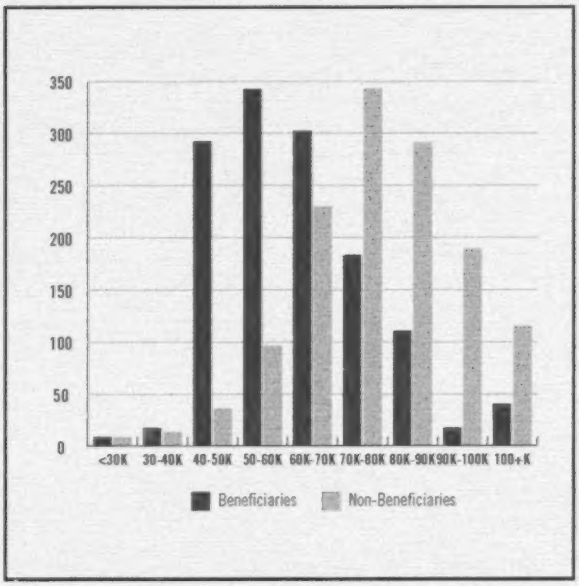
Occupational Group	March 2007			March 2008		
	Total Positions Filled	Beneficiary Employees	% Beneficiaries	Total Positions Filled	Beneficiary Employees	% Beneficiaries
Executive	37	17	46%	33	19	58%
Senior Management	120	34	28%	125	31	25%
Middle Management	357	87	24%	349	89	26%
Professional	962	244	25%	980	258	26%
Paraprofessional	1006	670	67%	989	674	68%
Administrative Support	479	441	92%	487	448	92%
Total	**2961**	**1493**	**50%**	**2963**	**1519**	**51%**

**Statistics include employees of Qulliq Energy Corporation and GN Boards and Agencies.*

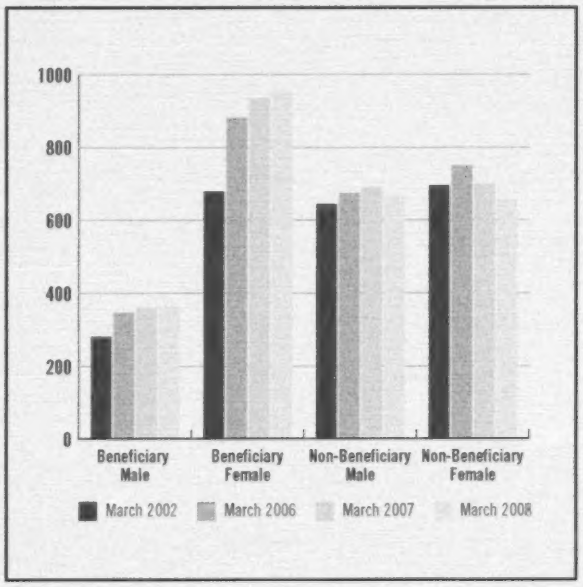
Employees by Gender



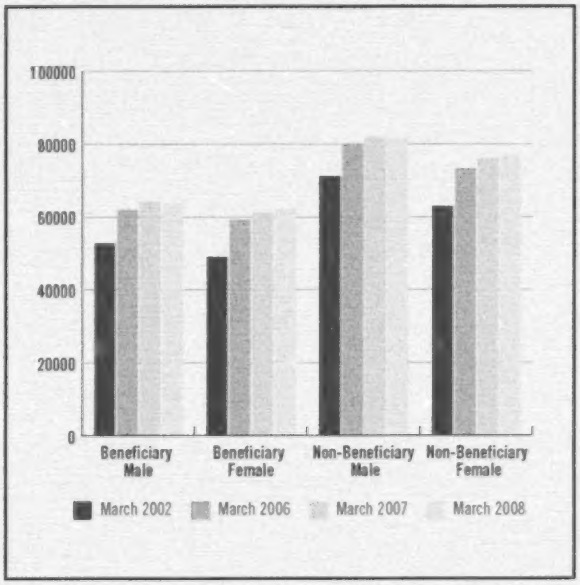
Employees by Salary Range and Beneficiary Status – March 2008



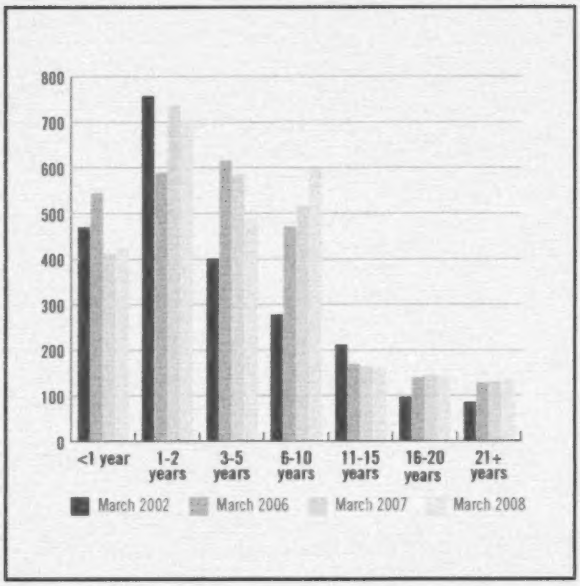
Employees by Beneficiary Status and Gender



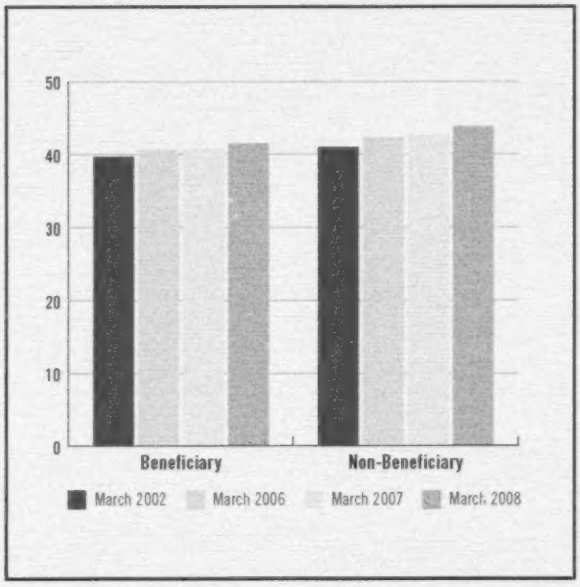
Average Annual Salary by Beneficiary Status and Gender



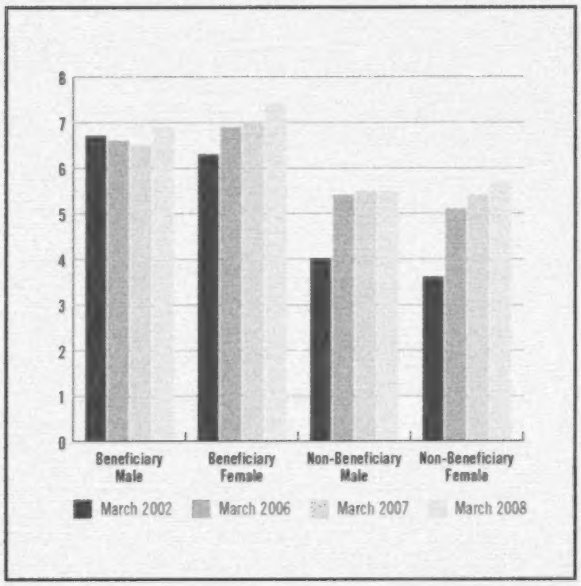
Employees by Years of Service



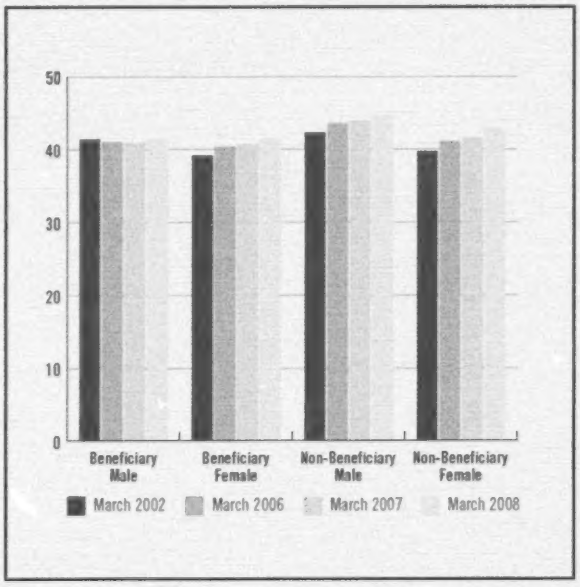
Average Age of Employees by Beneficiary Status



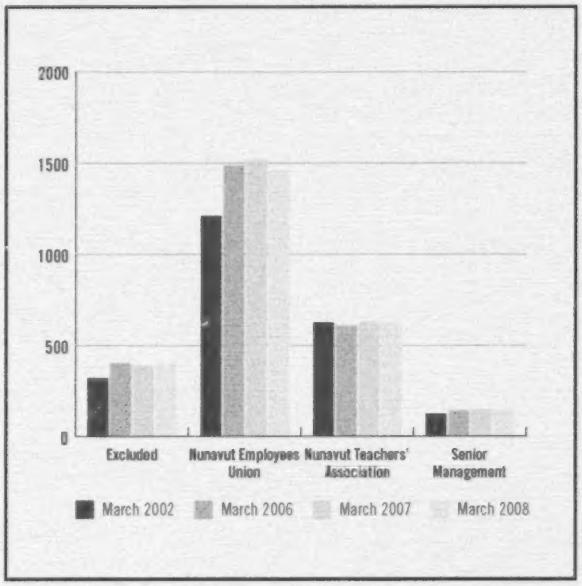
Average Years of Service by Beneficiary Status and Gender



Average Age of Employees by Beneficiary Status and Gender



Employees by Pay Group



Employee Turnover* by Pay Group

EMPLOYEE GROUP	Departure Rate (%) 2000**	Departure Rate (%) 2001**	Departure Rate (%) 2002**	Departure Rate (%) 2003-04***	Departure Rate (%) 2004-05	Departure Rate (%) 2005-06	Departure Rate (%) 2006-07	Departure Rate (%) 2007-08
Excluded Employees	41%	26%	19%	18%	15%	15%	14%	21%
Nunavut Teachers' Association	34%	21%	21%	18%	21%	22%	22%	25%
Senior Management	36%	19%	13%	13%	13%	13%	12%	15%
Nunavut Employees Union	27%	34%	18%	20%	17%	14%	14%	19%
TOTAL	**31%**	**28%**	**19%**	**18%**	**18%**	**16%**	**16%**	**20%**

* *Employees leaving GN*
** *Calendar year*
*** *Data was collected over a 15 month period (Dec. 31, 2003 – March 31, 2004) but adjusted to reflect a 12 month departure rate.*